

SECRET

Approved For Release 2000/06/06 : CIA-RDP78-06209A000100080001-6

NOTES FOR ANNUAL BRIEFING OF DEPUTY DIRECTOR FOR SUPPORT

CAREER TRAINING PROGRAM

12 May 1971

I. HIGHLIGHTS

A. The "Statement of Purpose and Plan of Operation," concurred in by the Deputy Directors and approved by the Executive Director-Comptroller on 9 March 1970 has been in effect for more than a year.

(1) It has provided a sound basis for response to critics, who continue to be numerous.

(2) It has been disseminated to interested Agency officers in an effort to provide employees with a better understanding of the CTP.

(3) It set qualification standards for the candidate that Agency managers said they wanted, thereby removing some of the indecision in the selection process.

B. Interim assignments have been very successful.

(1) Experience with two classes -- Jan '70 and Jul '70 -- show that previously undecided CT's are clearly able to decide on the most appropriate Agency careers during interims. Also, educational value of most interims is superior, thanks to full cooperation of all Directorates.

(2) During earlier interims we were unhappy with some assignments. So,

(3) The CTP Staff initiated an interim assignment letter and had each Program Officer personally deliver it to all levels of supervision, including the CT's personal supervisor. The results have been remarkable!

Approved For Release 2000/06/06 : CIA-RDP78-06209A000100080001-6

SECRET

SECRET

Approved For Release 2000/06/06 : CIA-RDP78-06209A000100080001-6

(4) The CTP Staff and most CT's consider the interview assignment a valuable pedagogical technique, without placing an undue burden on the participating office.

C. The Career Trainee feedback interviews are providing useful information to DDP and OTR.

(1) The objective is to interview each former CT returning from his first foreign assignment -- the interviews began in October 1970.

(2) The purposes are (a) to keep Program Officers informed about CT performance and assignments, (b) to identify experienced young officers who can make suggestions for improving operations training, and (c) to provide DDP feedback, through DDP/JOA, of personal, assignment and placement problems.

(3) There has been much talk and many plans in OTR for doing this, but this is the first systematic approach.

(4) One of the not too surprising and beneficial results is that these young officers really appreciate the interest shown in their opinions.

D. Career Trainee grade structure

(1) The one-promotion policy became effective with the Jan '71 class replacing the two-promotion policy followed for several years.

(2) Consequently, the CTP is now EODing most CT's as GS-9 or GS-10's. This makes the CTP competitive with most other U.S. Government Agencies and on a par with comparable industrial jobs.

E. Female Career Trainees

(1) There were none in the Jan '70 Class, one in Jul '70 and two in the Jan '71 Class. The number of female applicants is increasing; but the Jul '71 Class will have no more than two.

Approved For Release 2000/06/06 : CIA-RDP78-06209A000100080001-6

SECRET

SECRET

Approved For Release 2000/06/06 : CIA-RDP78-06209A000100080001-6

(2) In Dec '70 the DDP indicated unofficially through DDP/JOA that the CS would henceforth accept two qualified females from each CT Class. This is an encouraging development for the distaff members of the Agency.

F. Black applicants are few.

(1) The Program has had a total of 20 since 1951.

(2) Two are in the Jan '70 Class; none in the Jul '70 or Jan '71 Classes. We will possibly have two in the Jul '71 Class.

G. During CY '70 the Agency lost 71 CT's and former CT's.

(1) 46 entered CTP during CY '70.

(2) In CY '69 CTP lost 91 and gained 48.

(3) We continue to experience a yearly net loss of CT's and former CT's; however, the rate of loss is diminishing (See Section V, below).

H. Some of the standard questions were asked this year about the CTP.

(1) Foreign language proficiency was discussed with DDP representatives.

(2) Claims about too much emphasis on academic background were reviewed.

(3) Primary qualification standards pertaining to education, experience, intellect, interests and personality have been discussed, written about and applied in numerous encounters with Agency representatives and CT applicants.

I. CTP Staff reassignments during FY '71:

(1) Chief, CTP - [REDACTED] on 10 Aug '70.

(2) DDP Program Officers - [REDACTED]

[REDACTED]

(3) DDS Program Officer - slot will be lost effective 30 Jun '71.

Approved For Release 2000/06/06 : CIA-RDP78-06209A000100080001-6

SECRET

SECRET

25X1A Approved For Release 2000/06/06 : CIA-RDP78-06209A000100080001-6

(4) OTR Program Officer - [REDACTED] to be relieved by another "SJ"

25X1A Careerist in May.

(5) CTP Personnel Officer - [REDACTED]

25X1A

(6) Chief, CTP - [REDACTED] in Jul '71.

II. RECRUITMENT AND PROCESSING

A. Recruitment level

(1) FY '71 - 48 (12 internals and 9 externals in Jul '70 Class; 16 internals and 11 externals in Jan '71 Class).

(2) We have some difficulty trying to get as close to 50 as possible without exceeding our authorization.

B. Ceiling and average employment

(1) 100 ceiling; 90 AE.

(2) In Dec '70 I made a real issue of needing a 99.5 AE, or a \$100,000 increase in funds for FY '72. I now believe we can live with the present 90 AE authorization, especially with a 12-week reduction in training courses.

C. Composition of July '71 Class

(1) We estimate 10-12 internals and 10-15 externals.

(2) Any shortage (under 25) will be made up in Jan '72 Class.

(3) We will have new problems (lack of training before interims and lack of assessment data) with this class because of training course revisions. It will be necessary to arrange interim assignments during initial five weeks in the Program and before course evaluation data are available.

D. Opinions about CT selection criteria.

(1) Some feel CTP too selective. (Office of Personnel)

(2) Some feel CTP not selective enough. (Clandestine Service)

SECRET

SECRET

Approved For Release 2000/06/06 : CIA-RDP78-06209A000100080001-6

(3) Our applicant pool consists almost entirely of persons identified and interviewed by OP field recruiters.

(4) We naturally want as large a group of applicants as possible from which to select our few. Ratio still is close to 3 of 4 applicants rejected or declining our offer.

~~E.~~ OMS/PSS shortage of psychologists has necessitated some modification in CT assessment procedures.

(1) Applicants take same tests, but psychologist interprets data without a personal interview.

(2) If CTP interviewer believes psychologist interview desirable, then OMS/PSS accommodates.

(3) The close proximity of our offices permits frequent consultation.

~~F.~~ As indicated in Attachment A, the number of new (external) files received in the first ten months of FY 1971 was up approximately 35%. This increase was essential to provide a selection base for the number of externals needed to meet the quota.

~~III.~~ TRAINING

~~A.~~ In July '70 all CT courses were opened to any Agency professional needing such training.

(1) This was based on the OTR realization that CT's are only a part of the Agency's input of professional manpower and that others need the same training.

(2) Also, this represented probably OTR's best effort to reduce the "elitist" concept believed to exist among CT's.

~~B.~~ The new five-week International and World Affairs Course conducted during July and August 1970 received favorable comments from CT's.

SECRET

SECRET

Approved For Release 2000/06/06 : CIA-RDP78-06209A000100080001-6

(1) They were especially pleased with the week of "mind stretching" involving outside speakers discussing contemporary national and international problems.

C. The integrated Basic Operations Course was successful, but CT's considered it somewhat too lengthy as did the faculty. The next running will be 16 rather than 20 weeks.

D. Intelligence Production Course

(1) Nov '70 - 5 CT's - 9-week course.

(2) Apr '71 - 4 CT's and 6 non-CT's - 9-week course.

E. Support Training

(1) There have been too few CT's destined for the Support Services to justify a special course. Instead, CT's have been enrolled in regularly scheduled courses such as Basic Supervision (1-week), the Grid (2-weeks), Trends and Highlights (1-week), plus any specialized training available and warranted, e.g., the 4-month Office of Finance Course.

(2) CT's assigned to DDS: Jan '70 Class - 3, Jul '70 Class - 2, Jan '71 Class - 2 (tentative estimate).

IV. PLACEMENT

A. During FY 1971, CT's were placed as follows:

	<u>Transfers</u>	<u>Awaiting Transfer</u>	<u>In Training Cycle</u>
DCI	--	--	--
DDI	3	2	4
DDP	25	7	9
DDS	2	5	(27)*
DDS&T	<u>1</u>	<u>--</u>	<u>--</u>
	31	14	40**

* - Jan '71 Class on interim assignments

Approved For Release 2000/06/06 : CIA-RDP78-06209A000100080001-6

SECRET

SECRET

Approved For Release 2000/06/06 : CIA-RDP78-06209A000100080001-6

B. Directorate assignment projections for Jan '71 Class -- DDP-13,

DDI-5, DDS-2, Undecided-7.]

V. ATTRITION

A. Thus far in FY 1971 (through 30 April 1971), only four CT's have resigned while still in the "SJ" Career Service. Three of these were trainees sponsored for military service. The remaining one married a

25X1A

[REDACTED] This number contrasts markedly with the 21 "SJ" resignations at this time last year and 22 in FY '69. The reduction is probably caused by the smaller overall number of "SJ" careerists and the curtailment of the military program.

B. Attrition statistics for FY 1971, excluding most of the April-June quarter:

Attrition FY 1971

	<u>Jul - Sep</u> <u>1971</u>	<u>Oct - Dec</u> <u>1971</u>	<u>Jan - Mar</u> <u>1971</u>	<u>Apr - Jun</u> <u>1971</u>	<u>Total</u> <u>FY 1971</u>
DDP	6	3	6		15
DDI	7	1	1		9
DDS	2				2
DDS&T	1		1		2
DCI	1		1		2
CTP	—	<u>1</u>	<u>1</u>	<u>1</u>	<u>3</u>
	17	5	10	1	33

C. Resignations during comparable periods in FY 1970 and FY 1969 were 46 and 70 respectively. Although much is left to conjecture, possibly the break even point is approaching, i.e., yearly losses of CT's and former CT's decreasing to about the yearly intake of CT's. There are several reasons for this turn of events:

SECRET

SECRET

Approved For Release 2000/06/06 : CIA-RDP78-06209A000100080001-6

- (1) Curtailment of military program.
- (2) Ever widening time interval from large classes of FY's 1966 & 1967.
- (3) Careful selection with particular attention to the stayability factor.
- (4) Current national unemployment problem.

D. CY 1967 through 1970 had 315 CT and former CT resignations - 68%

For job related reasons.

E. Retention rates since beginning of CTP in 1951 through 31 December 1970:

	<u>AGENCY</u> %	<u>DDP</u> %	<u>DDI</u> %	<u>DDS</u> %
Overall	64.05	76.42	72.35	37.26
Male	66.24	79.02	74.65	39.21
Female	44.24	51.85	58.33	18.64

VI. PROBLEMS

A. Criticism - Constructive criticism is a rare and sought after commodity. However, the paranoia griping some critics of the CTP seems to be symptomatic of a larger and more serious problem -- the real or imagined inadequacies of Agency personnel management. Virulent criticism of the CTP affects the morale of CT's and has a detrimental effect on instructors and others who deal either directly or indirectly with CT's.

B. Training - Reduction in introductory training from 12 weeks to 4 weeks limits the degree of familiarization CT's can carry to their interim assignments. The Intelligence Techniques Course, now cancelled, permitted the identification of budding analysts and facilitated the selection of interim assignments to offices most likely to develop their talents. Abolition of

Approved For Release 2000/06/06 : CIA-RDP78-06209A000100080001-6

SECRET

SECRET

Approved For Release 2000/06/06 : CIA-RDP78-06209A000100080001-6

the ITC means that more will be left to chance. And, more importantly, a

CT will not have as good an opportunity to decide in his own mind whether or not he is suited for a career as an analyst.

Similarly, cancellation of the Operations Familiarization Course means that CT's performing interim assignments in the DDP will be more dependent on their supervisors for learning the rudiments of a junior officer's duties. They will have practically no training in Clandestine tradecraft to permit them to comment knowledgeably on field [REDACTED] matters. Formal training of DDI and DDS CT's in Clandestine Service programs, procedures, methods and techniques will be limited to three days of instruction in the orientation course.

25X1A

VII. CONCLUSIONS (Chief, CTP)

A. Agency budgetary constraints may require more efficient selection, training, placement and guidance of all young professional officers.

B. Centralization of these practices may offer the most effective personnel management possibilities.

C. Pending adjustments in Agency personnel practices, perhaps the CTP should be limited to acquiring new blood for the Agency, i.e., devoted exclusively to the selection of externals.

D. Directorates having qualified internal employees should have own programs for selecting young professionals for appropriate career development. The CTP Staff could assist with counseling, guidance and supervision during training.

E. Industry and Government trends toward less formal and more on-the-job training must be watched carefully in the intelligence business. Formal training still seems to be the best way to impart doctrine and knowledge gained by our outstanding operators during the past 25 years.

25X1A

Prepared By:

9

Chief, CTP
Approved For Release 2000/06/06 : CIA-RDP78-06209A000100080001-6
May 1971

SECRET

SECRETAttachment A
28 April 1971**CTP EXTERNAL RECRUITMENT AND PROCESSING**

	FY 1969 (1st 10 mos.)	FY 1970 (1st 10 mos.)	FY 1971 (1st 10 mos.)
I. Files Received, Rejected, Put Into Process			
Files Received	364	188	286
Returned by CTP Personnel	79	49	64
Rejected by CTP on basis file review	82	45	67
Percentage Rejected on basis file review	44.2%	50.0%	47.6%
Number Put Into Process	185	74	160
II. Cases Cancelled After Processing Was Initiated			
Number Cancelled	187	107	73
Reasons Cancelled			
Applicant Declined	77 (41.0%)	16 (15.0%)	20 (27.4%)
CTP Reject	103 (55.0%)	84 (78.5%)	47 (64.4%)
Medical/Security/Applicant Review Panel Reject	6 (3.2%)	7 (6.5%)	7 (9.6%)
III. Trainees Entered on Duty	53 (12 mos.)	14	22

SECRET